DoD Title 40/CCA LSS Initiative

Working Group Update: Identified Potential Projects

18 NOV 2008

Identified Potential Projects - AoA

STEP 4: Defining Potential Projects

A problem statement (hypothesis): AoA's are an integral part to the MAIS & MDAP acquisition life cycle. If AoA's are used properly, it would allow the DoD to identify alternatives early-on in the acquisition life cycle and could save 100's of millions in program overrun costs.

Describe what the potential project would fix: Would determine if AoA's are used effectively by the DoD and address how to make AoA's more widely used (if required). This would assist policy makers in identifying the best policies and maximize total net benefits from MAIS & MDAP programs to benefit the DoD and the nation.

How can the outcome be measured? (1) Compare AoA usage rate vs. program overrun rate for cost, performance & schedule. (2) After successful implementation: % of reduction of negative impacts on cost, schedule & performance.

Identified Potential Projects - AoA

STEP 4: Defining Potential Projects

A problem statement (hypothesis): In light of current financial pressures and restricted government budgets, it is important that the DoD identify and exercise the best alternatives for all materiel solutions.

Describe what the potential project would fix: Examines if the AoA is the best tool to help the DoD identify the best alternatives for all materiel solutions. This project would lead to major cost-savings and cost avoidance due to improved cost estimation with respect to MAIS & MDAP program resources, costs and time scales. Would also improve program planning process and program execution.

How can the outcome be measured? (1) Cost avoidance due to man-hour efficiency across service components. (2) Cost savings/avoidance due to improved cost estimation with respect to MAIS & MDAP program resources, costs and time scales.

Identified Potential Projects - AoA

STEP 4: Defining Potential Projects

A problem statement (hypothesis): AoA's are an integral part to the MAIS & MDAP acquisition life cycle. In light of current financial pressures and restricted government budgets, it is important that the DoD identify and exercise the best alternatives for all materiel solutions. Lack of specific mission requirements may adversely affect the quality of AoA's and limit the DoD ability to properly identify the best alternatives.

Describe what the potential project would fix: Examines how the lack of specific mission requirements impact the quality of performed AoA's. Understanding this relationship, will lead to policy-makers being able to determine the materiel solutions that generate the largest net benefits to the program sponsor/DoD/nation and improve program planning & execution.

How can the outcome be measured? (1) Cost avoidance due to man-hour efficiency across service components. (2) Cost savings/avoidance due to improved cost estimation with respect to MAIS & MDAP program resources, costs and time scales.

Identified Potential Projects - AoA

STEP 4: Defining Potential Projects

A problem statement (hypothesis): AoA's are an integral part to the MAIS & MDAP acquisition life cycle. In light of current financial pressures and restricted government budgets, it is important that the DoD identify and exercise the best alternatives for all materiel solutions. Perhaps successful programs share great AoA characteristics that may be applied to AoA's in general thereby benefiting the DoD's ability to properly identify the best alternatives by replicating "Best Practices".

Describe what the potential project would fix: Examines what successful AoA's have in common & which barriers are most likely to hamper an organization's ability to generate a quality AoA in a timely matter. Understanding this dynamic, will lead to policy-makers being able to determine the materiel solutions that generate the largest net benefits to the program sponsor/DoD/nation and improve program planning & execution.

How can the outcome be measured? (1) Cost avoidance due to man-hour efficiency across service components. (2) Cost savings/avoidance due to improved cost estimation with respect to MAIS & MDAP program resources, costs and time scales.

Identified Potential Projects - EA

STEP 4: Defining Potential Projects

A problem statement (hypothesis): EA's are an integral part to the MAIS & MDAP acquisition life cycle. If AoA's are used properly, it would allow the DoD to identify alternatives early-on in the acquisition life cycle and could save 100's of millions in program overrun costs.

Describe what the potential project would fix: Would determine if EA's are used effectively by the DoD and address how to make EA's more widely used (if required). This would assist policy makers in identifying the best policies and maximize total net benefits from MAIS & MDAP programs to benefit the DoD and the nation.

How can the outcome be measured? (1) Compare EA usage rate vs. program overrun rate for cost, performance & schedule. (2) After successful implementation: % of reduction of negative impacts on cost, schedule & performance.

Identified Potential Projects - EA

STEP 4: Defining Potential Projects

A problem statement (hypothesis): EA's are an integral part to the MAIS & MDAP acquisition life cycle. In light of current financial pressures and restricted government budgets, it is important that the DoD identify and exercise the best alternatives for all materiel solutions. Lack of specific mission requirements may adversely affect the quality of EA's and limit the DoD ability to properly identify the best alternatives.

Describe what the potential project would fix: Examines how the lack of specific mission requirements impact the quality of performed EA's. Understanding this relationship, will lead to policy-makers being able to determine the materiel solutions that generate the largest net benefits to the program sponsor/DoD/nation and improve program planning & execution.

How can the outcome be measured? (1) Cost avoidance due to man-hour efficiency across service components. (2) Cost savings/avoidance due to improved cost estimation with respect to MAIS & MDAP program resources, costs and time scales.

Identified Potential Projects - EA

STEP 4: Defining Potential Projects

A problem statement (hypothesis): EA's are an integral part to the MAIS & MDAP acquisition life cycle. In light of current financial pressures and restricted government budgets, it is important that the DoD identify and exercise the best alternatives for all materiel solutions. Perhaps successful programs share great EA characteristics that may be applied to EA's in general thereby benefiting the DoD's ability to properly identify the best alternatives by replicating "Best Practices".

Describe what the potential project would fix: Examines what successful EA's have in common & which barriers are most likely to hamper an organization's ability to generate a quality EA in a timely matter. Understanding this dynamic, will lead to policy-makers being able to determine the materiel solutions that generate the largest net benefits to the program sponsor/DoD/nation and improve program planning & execution.

How can the outcome be measured? (1) Cost avoidance due to man-hour efficiency across service components. (2) Cost savings/avoidance due to improved cost estimation with respect to MAIS & MDAP program resources, costs and time scales.

STEP 4: Defining Potential Projects

A problem statement (hypothesis): Policies surrounding MOE's are disjointed, mainly in the DoD Decision Support System; i.e., JCIDS, PPBE, and DAS .

Describe what the potential project would fix: Answer the question – "Why are CCA MOE & PIR perceived as burdensome and redundant?" and, based upon a plan for incorporation, fix problem areas identified by key stakeholders.

How can the outcome be measured? Adoption of common/synchronized MOE/PIR language by JCIDS, PPBE, and DAS. % of policies that are interoperable and consistent.

STEP 4: Defining Potential Projects

A problem statement (hypothesis): There are insufficient business rules (process and procedures) associated with the development of a PIR Plan.

Describe what the potential project would fix: Answer the question – "Why are CCA MOE & PIR perceived as burdensome and redundant?" and, based upon a plan for incorporation, fix problem areas identified by key stakeholders.

How can the outcome be measured? Incorporation of Business Rules into relevant processes and procedures.

STEP 4: Defining Potential Projects

A problem statement (hypothesis): Knowledge base across the board is inconsistent, and training is lacking in the area of MOE's and PIR.

Describe what the potential project would fix: Answer the question – "Why are CCA MOE & PIR perceived as burdensome and redundant?" and, based upon a plan for incorporation, fix problem areas identified by key stakeholders.

How can the outcome be measured? Number of courses using standardized MOE/PIR language.

Identified Potential Projects - BPR

Title 40/CCA Working Team

- **Project Problem Statement:**
  Lack of knowledgeable resources, experienced or trained in Business Process Re-engineering.

- What the project would fix:
  The project would define and implement recommendations for building a core competency for coaching, mentoring and spreading a common awareness, understanding and appreciation for business process re-engineering. Effort would also include education plans for target audiences to enable a shift from output to outcome focus, an appreciation for the change management role, and clarity on BPR/BPI/CPI etc.

- How can the outcomes be measured:
  - DoD community knows, respects and actively engages with the business process re-engineering competency center members as valuable resources.
  - Sponsors engage in a BPR approach teaming with their process partners across the DoD Enterprise prior to a materiel solution.
  - Cultural barriers breakdown by growing the number of experienced and/or trained resources and cross-pollinating with other successful initiatives' lessons learned.
  - Future programs are defined with outcome verses output measures.

Identified Potential Projects - BPR

- BPR

Title 40/CCA Working Team

- **Project Problem Statement:**
  Missing, Misaligned, Unclear Roles & Responsibilities within and across the functions/components.

- What the project would fix:
  The project would gather further detail, collaborate and propose to eliminate identified gaps, align and clarify key roles in BPR and Clinger Cohen Compliance related processes. Effort would also synchronize appropriate policy and guidance to reflect improvements.

- How can the outcomes be measured:
  Roles involve both functional, cross-functional (agency & component) roles providing for the:
  - Accountability to effect change.
  - Governance across silos, breaking ties with a DoD enterprise perspective.
  - Elimination of Redundant compliance/certification owners and processes.
  - Ownership of DOTMLPF Streams engaged to lead change concurrent to technology program.

Identified Potential Projects - BPR

Title 40/CCA Working Team

- **Project Problem Statement:**
  Ineffective timing of when BPR & CCA activities and oversight occur to enable the spirit of Clinger Cohen. BPR activity and oversight is most effective in the pre-program or early program formation phase, rather than once the program is fully formed.

- What the project would fix:
  The project would improve the effectiveness of Clinger Cohen by addressing BPR compliance prior to the materiel solution first and then as a matter of defining & delivering relevant outcomes of any potential program. The current compliance process is too far down stream to add real value.

- How can the outcomes be measured:
  - End-to-end process measures are defined and demonstrate improvements.
  - Redundant systems and processes are rationalized.
  - Material improvements in Effectiveness & Efficiency are realized by the War-fighter & within DoD.

Identified Potential Projects - BPR

Black Belt Project – Currently Underway

- **Project Problem Statement:**

  The implementation of BPR that was documented by the Navy ERP Program is perceived to have a negative or inconsequential return on investment (ROI).

- **Business Case:**

  The project is being undertaken to:

  – Determine if BPR is value-add and has a management approved ROI.
  – Determine if the implementation of BPR as stated in Navy ERP documentation has occurred and was effective.
  – Determine the identity of positive re-design(s) accomplished as a result of BPR

  This project is ancillary to the larger CCA LSS BB project undertaken by OSD and NII.

- **Future Outcomes Critical to Quality:**

  It is anticipated that the project will realize a positive performance and schedule impact resulting in cost savings; however, at this time the financial benefits are to be determined and verified. Insights from the in-depth case study approach will benefit other BPR projects.